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22 OCT 1959

NOTES ON CONFERENCE OF SENIOR SUPPORT OFFICERS

14 - 16 October 1959

1. The 1959 Conference of Senior Support Officers was a highly interesting, stimulating, and worthwhile gathering. It differed from previous conferences in two main ways:

a. Presentations were pitched at a more general and more sophisticated level.

b. The number of participants was greatly increased. In addition to the "regulars" (the senior officers in the SA career service and others serving as support chiefs in the DD/P and DD/S components) there were a number of deputy support chiefs present and also sizable delegations of part-time participants from the DD/S offices. Smaller numbers of persons from DD/I and DD/P also attended.

2. There were a number of really superb presentations. The general tenor of the whole conference dealt with broad questions and future trends rather than with detailed problems and procedures. Short resumes of the presentations follow:

a. Sherman Kent--Intelligence Problems in the World Today

A beautifully organized, tightly packed talk dealing with the major world developments since WW II and a short look at each key trouble spot in the world today. The talk was unclassified except for one or two remarks. It contained nothing really new but was beautifully organized and something well worth plagiarizing for those addressing other CIA groups on this subject.

b. Lyman Kirkpatrick--Future Trends in the Agency and Implications for Support

A very meaty talk delivered with complete candor and objectivity. Four major topics were developed:

(1) The world scene--effects of Khrushchev's visit, the intense competition for influence in undeveloped areas, and the acceleration of the uncommitted bloc.

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(2) Intelligence community--increasing pressures on the defense and intelligence communities to cut back as we move into an atmosphere of "coexistence." Bureau of the Budget is in the forefront of this trend, which is already visible. As other agencies cut their intelligence activities, they will press CIA to take on some of their functions--USIA on the PP side and military services on the FI side. CIA must resist these pressures.

(3) CIA--must continue reduce size of Agency. Have been fortunate in the past with money; can't expect this to continue. DD/I will do more of its research externally. Internal research will be concerned with highly classified materials and with "melding" total research effort. DD/P must get out of fields where it doesn't belong, such as political reporting. Must stop "numbers racket" in intelligence reporting and concentrate on highly selective approach. Must stay out of overt propaganda and get out of grey areas. Staybehind ops essential but PM ops should be shifted to Special Forces. Relations with Congress have been fine in past but can expect continued efforts to establish "watchdog committee." New building won't house all of Hqs. and public disclosure of this when we move in late summer of '61 will heighten pressure to cut size. CIA must develop own system for personnel reductions. Will not use Civil Service RIF. Must have equitable selection-out program that is carefully devised and administered.

#### (4) Support Offices

(a) Personnel--must carry "laboring oar" on Agency's reduction in size and also insure the small increment of new professionals are best we can get.

(b) Training--something we must have, and more of. Three investigating groups have emphasized need for training. As Agency grows smaller, must grow better trained. This will be highlighted by unofficial cover program which in ten years may result in more field personnel using unofficial than official cover.

(c) Security--doing magnificent job now. Must be more control on levies on Security for support functions.

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(d) Comptroller--some restiveness over new finance control system, but for the first time we know what things really cost.

(e) Logistics--must look very carefully at itself on point of stocking everything we need.

(f) Other DD/S elements--about right at present.

(5) Conclusions

(a) Must maintain Agency in very flexible position, not solidified to degree where we can't change quickly.

(b) Must maintain ourselves as free from bureaucracy as possible. The fewer regulations the better; same for paper work. Must have controls, but keep them simple.

In answering questions, Mr. Kirkpatrick made several other interesting statements. He said it is unfortunate that the selection-out program has sometimes given the impression that it is for cases involving "cause" and inefficiency. Initial cases did fall in these categories, but the program is intended for persons whose skills are no longer needed or who have not kept up with their competitive groups. The key to the whole selection-out program is the fitness report--must be honest and objective. All CIA components must be more selective in admitting members to career service. The original concept of an elite service was rejected but pendulum has swung too far in opposite direction. To overcome any possible morale problems that may result from slowdown of promotions and cut in overtime, CIA must increase individual job satisfaction by becoming a better organization. With the possible exception of accelerated retirement, there are few additional tangible benefits we can look forward to.

c. L. K. White--The Role and Future of Support Officers

Largely a statistical presentation of promotion practices and opportunities for SA careerists. Candid and factual. Talk also expressed philosophy that SA's should move in and out of support offices and members of such offices should have opportunities to compete for "generalist" assignments. Colonel White feels this strengthens entire service. Also Colonel White will not hesitate to bring in new blood when he feels will strengthen service.

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d. [REDACTED] -- Office of Logistics

Resume of trends in logistics with emphasis on Cold and Hot War stockpiling.

e. Edward Saunders -- Office of the Comptroller

*was!*  
A sparkling talk on budgetary trends and plans for data processing system. Recent skirmishes with Bureau of the Budget and a Congressional appropriations committee were related.

f. Gordon Stewart -- Office of Personnel

A resume of some of manpower studies Personnel is now conducting with emphasis on long-range trends and problems. The "hump" in DD/P was analyzed in detail. Stewart concluded that a number of officers now in the 29-35-year-old bracket would probably have to be selected out to resolve this "hump." At the same time, recruitment of young officers must be stepped up so DD/P will have balanced staff age-wise. Personnel is expanding this type of study to other career services, some of which have "hump" problem, others not.

g. Richard Bissell -- Future Trends and Developments in the Clandestine Services

A re-do of a speech given several times to the CSR, with the acrimony missing and in its place an extremely appealing, very thoughtful, and sometimes humorous presentation. The only elements to draw sharp fire were the Bureau of the Budget and the State Department, both of which Mr. Bissell feels are exhibiting an over-weening interest in clandestine activities.

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h. [REDACTED] -- Some New Techniques in Communications

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An absolutely fascinating discussion and demonstration of new communications equipment. [REDACTED] told of things already developed and those in process. Team of experts then demonstrated an intensely interesting array of staff communications and agent communications gear.

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i. [REDACTED] -- The Support Role as seen by a Division Chief

The talk belied its <sup>title</sup> ~~topic~~. It dealt primarily with [REDACTED] views on the role of the division in DD/P and also some of his views on personnel management. He thinks the division should unquestionably

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be executive agent in relation to the field, this despite the dominant influence some staffs have had in the past and several dominant personalities in the senior staffs at present. He believes greater delegations should continue to be made downward. In personnel management, promotions should continue to be made by boards and panels, but assignments should be command decisions. [REDACTED] strongly espouses designation of senior DD/P officer with responsibility for personnel assignments. He is minority of one on this, but has strong conviction. Re support, he says Agency has come a long way in last ten years and now has a mature, smoothly functioning support service.

j. L. K. White--Summary of Session

This was a very short resume of each preceding presentation, with Colonel White's own emphasis and elaboration of what was said.

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3. As a feature of the last day of the conference, participants split into five panels to discuss key support problems such as preparatory moves for unofficial cover program, cutbacks in large overseas stations, etc. There seemed to be a unanimity of view that this year's conference brought out the "headliners." It also brought Mr. Dulles to the final evening meal, where he chatted in a most animated and highly informal way about the Agency and about his recent trip to the Arctic. He underscored his belief that the Agency should reduce about 10 per cent over the next several years. He said he believed in greater delegations (but did not use the kind of language or give the kind of assurance that would dispel the statements that Mr. Bissell, Mr. [REDACTED] and others made, that he is unlikely to make many additional delegations). He also took an opposite stand from Mr. Bissell with respect to Bureau of the Budget [REDACTED] which he is not inclined to oppose when they seek detailed information about CIA activities.

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